

**MTMC's
DEPLOYMENT
SUPPORT
COMMAND**



**OPERATIONAL PLAN
2000**



HEADQUARTERS

**Military Traffic Management Command
Deployment Support Command
661 Sheppard Place
Fort Eustis, VA 23604
<http://dsc.mtmc.army.mil>**

Key and Essential Phone Numbers

Customer Service	1-800-526-1465
DSC Command Operations Center	1-800-524-0331
DSC Cargo Booking Office	1-800-681-6455
DSC Hotline (Carrier Accidents Only)	1-800-524-0331
Rail Services	(757) 878-8742/7473
Satellite Monitoring	1-800-826-0794
Army Operations Center (AMMO Accidents Only)	1(703) 697-0218
DLA (Hazardous other than AMMO)	1-800-851-8061

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The background of the slide is a faded, blue-tinted photograph of a military ship's deck. In the upper left, a large crane is visible. In the lower right, there are military vehicles, including what appears to be a tank or a large armored car. The overall scene suggests a military logistics or deployment environment.

Mission

Synchronize responsive deployment and sustainment surface transportation for the Department of Defense in peace and crises.

Vision

TEAM DSC...world-class deployment professionals, focused on global operations... translating commanders' intent into efficient, tailored surface transportation solutions.

Values

We have identified our core values to be the ARMY Values. When displayed in specific order, these values form the acronym, "LDRSHIP" (pronounced as "Leadership").

- **Loyalty** Bear true faith and allegiance to the U. S. Constitution, the Army, your unit, and other soldiers.
- **Duty** Fulfill your obligations.
- **Respect** Treat people as they should be treated.
- **Selfless-Service** Put welfare of Nation, the Army, and your subordinates before your own.
- **Honor** Live up to all the Army values.
- **Integrity** Do what's right, legally and morally.
- **Personal Courage** Face fear, danger, or adversity (Physical or Moral).

Operating Principles

Team DSC

Team Focused

We recognize that DSC success depends on synchronization of all its active and reserve elements, industry, and our customers. We strive to enhance that cooperation. Together everyone accomplishes more, building and maintaining effective partnerships through trust and teamwork.

Deployment Ready

A trained, professional workforce responsive to mission requirements, able to effectively deploy the force. Demonstrate initiative, agility and flexibility. Individually ready for deployment (immunizations, NBC, weapons qualification, family care plan, wills, power of attorney), able to deploy on order.

Safe

We recognize that the deployment process can't be allowed to diminish, through loss or accident, the combat power it seeks to project.

Customer Responsive

The DSC team recognizes the uniqueness of the customers' requirements. As a warfighting enabler, we respond with tailored, efficient and precise support, through proactive solutions.

Our Core Competencies



MTMC DSC Environment

MTMC DSC is a changing organization in a changing environment. Currently we are:

- Expanding our responsibility, increasing customer support.
- Adapting in an environment of reduced staff, increased workload and continued streamlining initiatives.
- Assessing/evaluating outsourcing and cost cutting initiatives.
- Leveraging technology.
- Effectively marketing to our varying customers.
- Building more technical expertise and operating as multi-functional specialists.
- Developing a more effective operating team by divesting support elements.

Internal Environment

We realize that there are several critical areas we need to improve, in order for the DSC to be successful in the long-term.

- Improve speed and precision of DSC products.
- Improve employee pride, and passion for customer support.
- Improve the use of technology for secure and non-secure missions.
- Improve core business processes.
- Improve customer satisfaction.
- Improve employee training, development, and satisfaction.
- Improve internal processes (i.e. staff regs, publications, etc.).

DSC Future Environment

MTMC DSC expects to operate in a future environment characterized by:

- Increased global operational focus.
- Compressed deployment timelines.
- More seamless business processes.
- Increased technological complexity.
- Increased reliance on Reserve Component support.
- Increased contractor support.
- Continued emphasis on customer service.
- Continued access to commercial transportation industry.
- Reduced logistical footprint.
- Increased focus on mobilization and readiness.
- Increased customer base.
- Increased OPTEMPO requiring more agile deployment support teams.
- Continued need for access to strategic commercial expansion ports.
- Reduced customer wait times.
- Institutionalized policies and procedures.

Major Imperatives

A major imperative is a specific focal point toward which an organization directs its efforts. Goals are established to guide an organization's efforts toward supporting these imperatives. Since taking action is the key to goal attainment, DSC's goals are further differentiated by objective and target actions that can be implemented. Initial targets have been identified and will be expanded by the Office of Primary Responsibility (OPR). Each imperative is supportive and clearly linked to the Strategic Plans of both MTMC and USTRANSCOM.

Major Imperative 1: People

Goal: Provide trained, responsive, innovative, and empowered people for our customer focused organizations.

Supporting Objectives:

1.1 Empower people: Empower people with a sense of responsibility and urgency for positive change.

Target: Promote understanding of Team DSC operating principles. Provide people with the tools necessary to understand and embrace change management (e.g. training, upward mobility, literature/reference materials). Require commanders and supervisors to delegate decision making at the lowest level of the organization. Assure accountability is commensurate with responsibility.—(OPR: Commanders and Staff Principals)

1.2 Develop people: Train people in their jobs, providing tools for process improvements while encouraging self-development and challenging assignments. Train people that have changed career fields due to command restructuring.

Target: Require Individual Development Plans (IDPs) for all DSC personnel. Commander and supervisors provide support and encouragement to personnel

FUTURE ENVIRONMENT

Supporting Objectives (continued):

for career enhancement opportunities (e.g., cross-training, temporary promotions, details, temporary reassignments and off-site/on-site training). Provide maximum special assistance initiatives for personnel impacted by command restructuring. Inculcate TAPES discipline. —(OPR: Commanders and Staff Principals)

1.3 Reward and recognize people: Refocus system of recognition for people and teams according to their individual and collective contributions.

Target: Provide appropriate, timely and public recognition for deserving employees. Commanders and Staff Principals ensure that a percentage of their award money goes to team awards. Utilize honorary awards and team awards to recognize contributions to the mission.—(OPR: Commanders and Staff Principals)

Major Imperative 2: Readiness

Goal: Deliver capabilities to meet taskings of CINCTrans in support of warfighting CINCs.

Supporting Objectives:

2.1 Ready organizations: Develop streamlined organizations to integrate process improvements ensuring the MTMC team can deploy and sustain the force and focus on customer needs.

Target: Ensure flexible, multi-functional, and responsive organizations are capable of providing a comprehensive range of transportation services based on customer needs. Organizational readiness is determined by quarterly training briefs (QTB), training assessment module (TAM) evaluations, monthly unit status reports (USRs), and quality relationships with external supporting organizations. Achieve seamless AC/RC integration.—(OPR: Commanders, MTDC-RA, MTDC-OPS.)

FUTURE ENVIRONMENT

Supporting Objectives (continued):

2.2 Ready infrastructure: Provide relevant infrastructure tailored to minimize force and sustainment throughput times, under wartime conditions, to include a weapons-of-mass-destruction environment.

Target: : Provide relevant infrastructure designed to minimize force and sustainment throughput times. Secure strategic seaport infrastructure solutions that provide seamless turn-key responsiveness to customer needs. Leverage commercial industry partners for best value support.— (OPR: MTDC-RA, MTPAL, MTRM)

2.3 Ready plans: Conduct critical assessments of plans supporting the warfighting CINCs.

Target: Conduct fort to port and port assessments of workload requirements and timelines in evaluating CINC OPLANs and mobility requirements studies. Develop supporting plans and conduct periodic revisions as required. Establish terminal responsibility for each SPOE workload requirement. — (OPR: Commanders, MTDC-OPS, MTDC-RA).

2.4 Ready personnel: Establish training and exercises that ensure successful accomplishment of Mission Essential Task List.

Target: Coordinate individual and collective skill training, exercises, and training assessments that ensure individual skill and unit Mission Essential Task List proficiency. Conduct individual skill and METL training for Team DSC. Issue annual and quarterly training guidance, analyze quarterly training briefs, and approve annual training plans for Active Component units. Issue annual training guidance, conduct TAM evaluations, and analyze quarterly training briefs to ensure readiness for Reserve Component units. Ensure Deployment Support Team readiness for OCONUS operations.— (OPR: Commanders, MTDC-RA, MTDC-OPS.)

FUTURE ENVIRONMENT

Major Imperative 3: Operations

Goal: Provide DOD worldwide, effective, efficient, customer-focused surface transportation services.

Supporting Objectives:

3.1 Aggressively pursue cost reductions to minimize billing rates and readiness costs to our customers.

Target: Participate in the development of operational contract agreements that accurately reflect mission requirements, DTS transportation costs, and are clear to the customer. —(OPR: Commanders, MTDC-OPS)

3.2 Establish MTMC as the global traffic manager of choice from origin to final destination distribution of DOD passengers and cargoes in peace and war by concluding agreements with overseas CINCs, USTRANSCOM, and the Joint Staff.

Target: Foster open and continued contact with major shippers and deployers. Increase speed and accuracy of rating, routing, booking, and documenting cargo. —(OPR: MTDC-OPS)

3.3 Increase MTMC relevancy by assuming a broader range of missions, services, and asset management.

Target: Expand DSC missions to include increased support of air deployments, ammunition depots, USAF surface deployments (i.e., Red Horse units) and ARNG. —(OPR: MTDC-OPS)

3.4 Significantly strengthen MTMC relationships with our worldwide industry partners.

Target: Efficiently match shipper requirements with industry capability. Manage issues of maintaining assured access to industry partners. Strengthen working relationship by hosting shipper and carrier meetings, assistance visits, and workshops. —(OPR: MTDC-OPS)

FUTURE ENVIRONMENT

Supporting Objectives (continued):

3.5 Activity Based Cost Management (ABCM) Establish ABCM throughout the command.

Target: Support Headquarters MTMC in developing and implementing ABCM throughout DSC. Identify operations (processes), which lend themselves to ABC as prototypes to ensure initial successes and biggest payback. Ensure that workforce and our local union is kept informed of the process and understands why we are pursuing this concept. Use data obtained from the ABCM process to make future resource decisions, which will enable DSC to optimize its operations. —(OPR: MTRM)

Major Imperative 4: Customer Support

Goal: Acquire responsive, safe, best value service for our customers.

Supporting Objectives:

4.1 Accurately assess customer requirements.

Target: Through routine deployment exercises, customer visits, and shipper inputs develop cost effective and tailored surface transportation solutions in accordance with commander's intent. (OPR: MTDC-OPS)

4.2 Increase customer satisfaction.

Target: Reduce processing time for cargo booking, routing, cost estimates, vessel loading, vessel discharge, cargo clearance, and documentation. Manage delivery of services to customers by suppliers to improve on-time performance. Enhance visibility of rail movements and all explosives. (OPR: MTDC-OPS)

FUTURE ENVIRONMENT

Supporting Objectives (continued):

4.3 Improve customer feedback system.

Target: Centralize customer problems on a shared database to increase awareness of customer issues and improve customer communication.

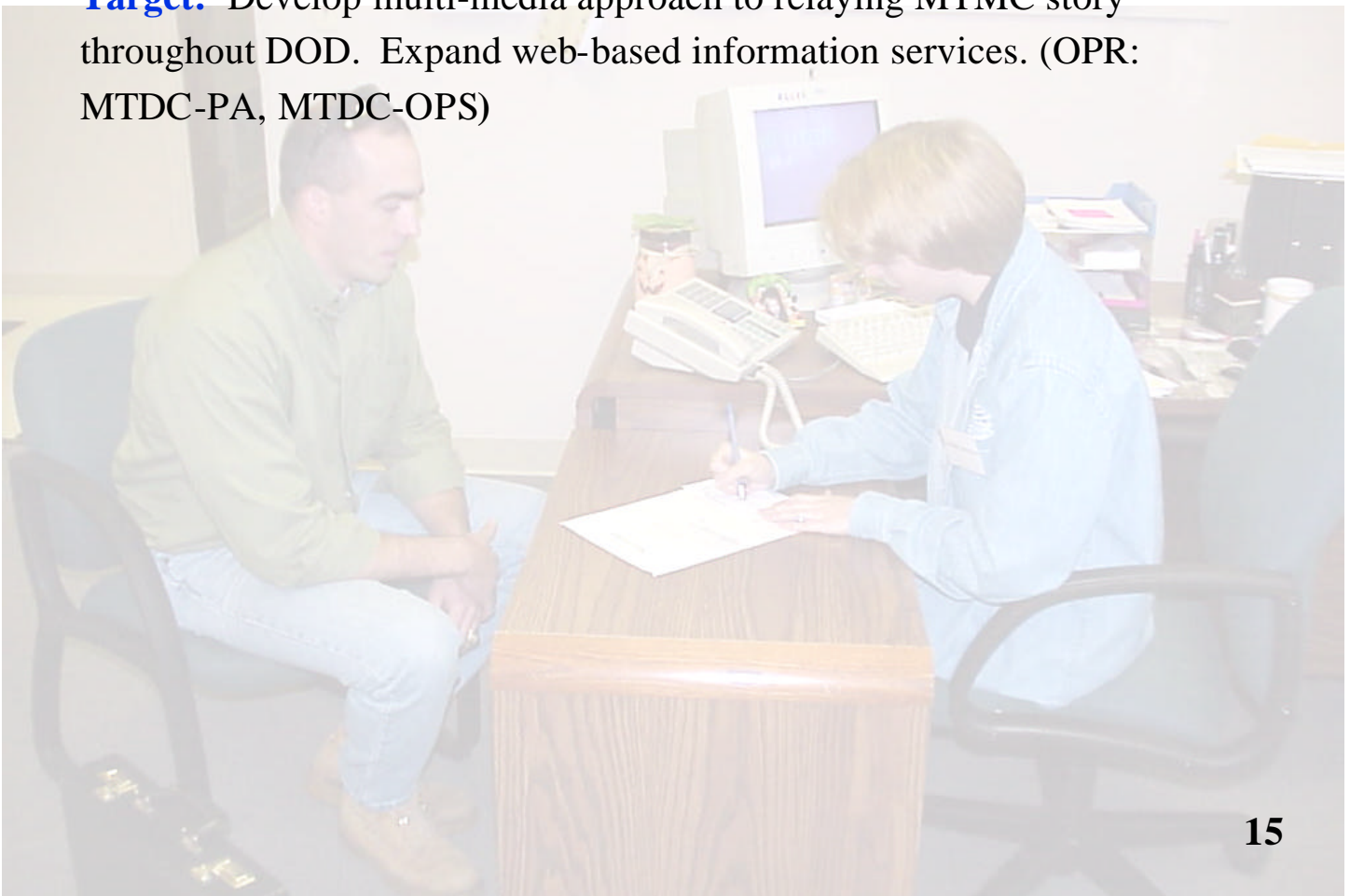
Increase data available to the customer on internal metrics that impact the customer. Routinely survey customer. (OPR: MTDC-OPS)

4.4 Maintain continuous contact with customer.

Target: Establish and maintain customer service representatives for all customers. Conduct site visits to each Power Projection Platform routinely. Maintain 24 hours a day, 7 days a week, responsive Operations Center capable of resolving customer issues anytime, anywhere. (OPR: MTDC-OPS, OCR: Commanders)

4.5 Market to expand customer base.

Target: Develop multi-media approach to relaying MTMC story throughout DOD. Expand web-based information services. (OPR: MTDC-PA, MTDC-OPS)





FUTURE ENVIRONMENT

Major Imperative 5—Information Dominance

Goal: Provide DOD an integrated and responsive network of systems that exceed expectations of our customers and stakeholders worldwide.

Supporting Objectives:

5.1 Identify and leverage emerging technology solutions that support mobility requirements globally and create a sustainable competitive advantage for DOD.

Target: Develop, implement, and maintain operational technology used for port management, deployment activities, and humanitarian assistance support. (OPR: MTDC-IM ; OCR: MTDC-OPS)

5.2 Establish and expand interfaces that enhance our ability to share relevant information with DTS stakeholders.

Target: Develop, enhance, and leverage global information sharing capabilities that support DSC's operations responsibilities. – (OPR: MTDC-IM; OCR: MTDC-OPS)

5.3 Consolidate existing systems offices to reflect core processes.

Target: Review and revise manpower, support contracts, and organization structure elements to establish a most effective organization structure focused on DSC core processes. – (OPR: MTDC-IM)

5.4 Integrate MTMC's migration systems into USTRANSCOM's DTS Information Architecture that supports all transportation and C4 requirements.

Target: Select, implement, customize, and maintain an enterprise asset management environment distributed across all command locations and compatible with TRANSCOM's DTS Information Architecture. – (OPR: MTDC-IM)

Critical Success Factors

- **Customer satisfaction** is required to ensure both MTMC's and the customers' mission success.
- **Timeliness of delivery** is required to ensure equipment delivery as stated by the customer or to meet follow-on movement by another transportation mode.
- **Accuracy of delivery** is required to ensure equipment and cargo arrival at the proper location identified by the customer or to meet follow-on movement by another transportation mode.
- **Seamless service** is required to ensure the multiple, complex functions and operations required to tranship equipment or cargo are invisible to the customer, allowing them to focus on their primary mission.
- **Cost effectiveness** of our business must be measured and evaluated against a number of factors that are quantifiable and qualitative.
- **Proactively support training** of employees, USAR WARTRACED units, deploying units and DOD and Industry Agencies. Getting combat forces to the right place at the right time.

Strategic Thrusts

It is recognized that there are a number of important issues that, although not directly linked to the operations of the organization, have a direct impact on the success of the strategic plan. Those issues are termed “strategic thrusts,” and are identified as:

- **Leverage Technology:** included integrating MTMC transportation systems, establishing a DSC intranet site, and establishing an R&D team to assess existing and/or emerging technologies for integration into DSC systems.
- **Marketing and Communications:** included utilizing various communications methods and informational products to improve the understanding of the Deployment Support Command and its “value added” among internal and external audiences.
- **Organizational Wellness:** included staff development; fostering a sense of common ownership among the work force. This would be accomplished through improved communication; by attending to the individual well being of the work force including their physical, mental and spiritual wellness; and through human relations programs such as the commander’s affirmative employment program, EEO and consideration of others programs, and through improved labor/work force partnerships.
- **Reserve Unit Integration:** Ensuring consistency among similar type units in terms of structure, mission definition, mission essential tasks, and evaluations; effective utilization and management of assets; and enhanced communications between the DSC and its wartraced units.
- **Build Alliance with Commercial Partners:** includes aligning ourselves with quality industry partners; engaging in strategic planning with industry; and increasing service efficiency and commitment to our customers through streamlining processing, performance based incentives and timely payment.

CURRENT OPERATIONS

HEADQUARTERS

Deployment Support Command (DSC)/Fort Eustis, Virginia 23604

ACTIVE PORT COMMANDS, AND DETACHMENTS

ALASKA

Alaska Detachment*

Acacia Drive Bldg 31-270 Rm 132
Elmendorf AFB, AK 99566-3575
Commander (907) 552-3091

CALIFORNIA

834th Transportation Battalion

1807 Pearl St., Bldg IA-18
Concord, CA 94520
Commander (925) 246-4100

Florida

954th Transportation Company

Bldg. 1063
Cape Canaveral, FL 32920-4499
Commander (407) 853-5358

NEW JERSEY

842nd Transportation Battalion**

Bldg. 292-2
Fort Monmouth, NJ 07703
Commander (732) 676-1001

PUERTO RICO

832nd Transportation Battalion

P.O. Box 32, Bldg. 399
Fort Buchanan, PR 00934
Commander (787) 749-4331

NORTH CAROLINA

597th Transportation Group

Military Ocean Terminal, Sunny Point
Southport, NC 28461-5000
Commander (910) 457-8392

SOUTH CAROLINA

841st Transportation Battalion

1050 Remount Road, Bldg. 3238
Charleston, SC 29406-3500
Commander (843) 743-0383

TEXAS

596th Transportation Group***

1255 Main Street
Beaumont, TX 77701
Commander (800) 235-0084

VIRGINIA

Military Ocean Terminal, Norfolk

1968 Gilbert Street, Suite 600
Norfolk, VA 23511-3392
Commander (757) 444-2395

WASHINGTON

833d Transportation Battalion

4735 East Marginal Way South
Seattle, WA 98134
Commander (206) 764-6503

* Currently organized as a Provisional Company until further notice. ** Scheduled for reorganization as a Transportation Company (new unit designation TBD).

*** Scheduled for reorganization as a Transportation Battalion (new unit designation TBD).

Reserve Units

U.S. Army Reserve and Naval Reserve units listed below are vital assets to the Deployment Support Command. These Reserve units provide the capability to handle major deployments by augmenting active duty forces during a mobilization or national emergency. Reservists provide more than 65 percent of the support needed, although some missions such as port security and railway operations are performed solely by Reserve units. To work quickly and effectively when called upon, reservists train and participate in exercises year round with the Deployment Support Command's active-duty units. DSC has the responsibility to train all MTMC WARTRACED Units.

ALABAMA

- * 1184th Transportation Terminal Battalion, Mobile

CALIFORNIA

Naval Reserve MTMC Unit 320, Oakland, CA

- * 1394th Deployment Support Brigade, Camp Pendleton
- * 1397th Transportation Terminal Brigade, Oakland
- * 6632nd Port Security Company, Irvine
- 639th ACD Det, Mare Island
- 900th CD Det, Sherman Oaks
- 502nd CS Det, Sherman Oaks

CONNECTICUT

- * 1205th Transportation Railway Operating Battalion, Middletown

DELAWARE

421st CS Det, Dover

FLORIDA

- * 1186th Transportation Terminal Brigade, Jacksonville
- 388th CD Det, Gainesville
- 499th CD Det, Gainesville
- 508th CD Det, Orlando
- 518th CD Det, Gainesville
- 603rd ACD Det, Tampa
- 1156th CS Det, Daytona Beach
- 194th CS Det, Daytona Beach
- 352nd CS Det, Jacksonville
- 1159th CS Det, Orlando
- 195th CS Det, Orlando
- 76th CS Det, Orlando
- 509th CS Det, Panama City

GEORGIA

- * 1188th Transportation Terminal Battalion, Decatur

* DSC's Reserve WARTRACED Units

Reserve Units

ILLINOIS

944th CD Det, Bartonville

226th CD Det , Highland Park

IOWA

- * 4249th Port Security Company, Pocahontas

KANSAS

77th CS Det, Manhattan

330th CD Det, Manhattan

LOUISIANA

- * 1190th Deployment Support Brigade, Baton Rouge, LA
- * 1192nd Transportation Terminal Brigade, New Orleans, LA

342nd CD Det, Baton Rouge

585th CD Det, Ft. Polk

MARYLAND

- * 1176th Transportation Terminal Brigade, Baltimore
- 200th CD Det, Baltimore
- 202nd ACD Det, Baltimore
- 417th CS Det, Baltimore
- 468th CS Det, Baltimore

MASSACHUSETTS

- * 1173rd Transportation Terminal Battalion, Brockton

MISSISSIPPI

- * 1181st Transportation Terminal Battalion, Meridian

MISSOURI

455th CS Det, St Louis

527th CS Det, Belton

530th CS Det, Belton

526th CS Det, Springfield

NEW YORK

- * 1179th Deployment Support Brigade, Brooklyn
- * 1174th Transportation Terminal Battalion, Flushing
- * 1302nd Port Security Company, Orangeburg
- 873rd CD Det, Ft Wadsworth
- 139th CD Det, Flushing

Reserve Units

NORTH CAROLINA

166th CD Det, Ft Bragg
172nd CD Det, Ft Bragg
394th CD Det, Ft Bragg
400th CD Det, Ft Bragg
407th CD Det, Ft Bragg

PENNSYLVANIA

* 1185th Transportation Terminal Brigade, Lancaster

SOUTH CAROLINA

* 1182nd Transportation Terminal Battalion, North Charleston
* 1189th Transportation Terminal Brigade, Charleston
630th CS Det, North Charleston
596th CD Det, Charleston

TEXAS

369th CS Det, Houston
614th ACD Det, Houston
564th CD Det, Ft Hood
628th CD Det, Ft Hood

VIRGINIA

* Naval Reserve MTMC Unit 202, Richmond
629th ACD Det, Ft Eustis
160th CS Det, Ft Eustis
390th CS Det, Ft Eustis
408th CD Det, Ft Eustis
91st CD Det, Newport News
276th ACD, Ft Story
358th ACD, Ft Eustis
491st ACD, Ft Eustis

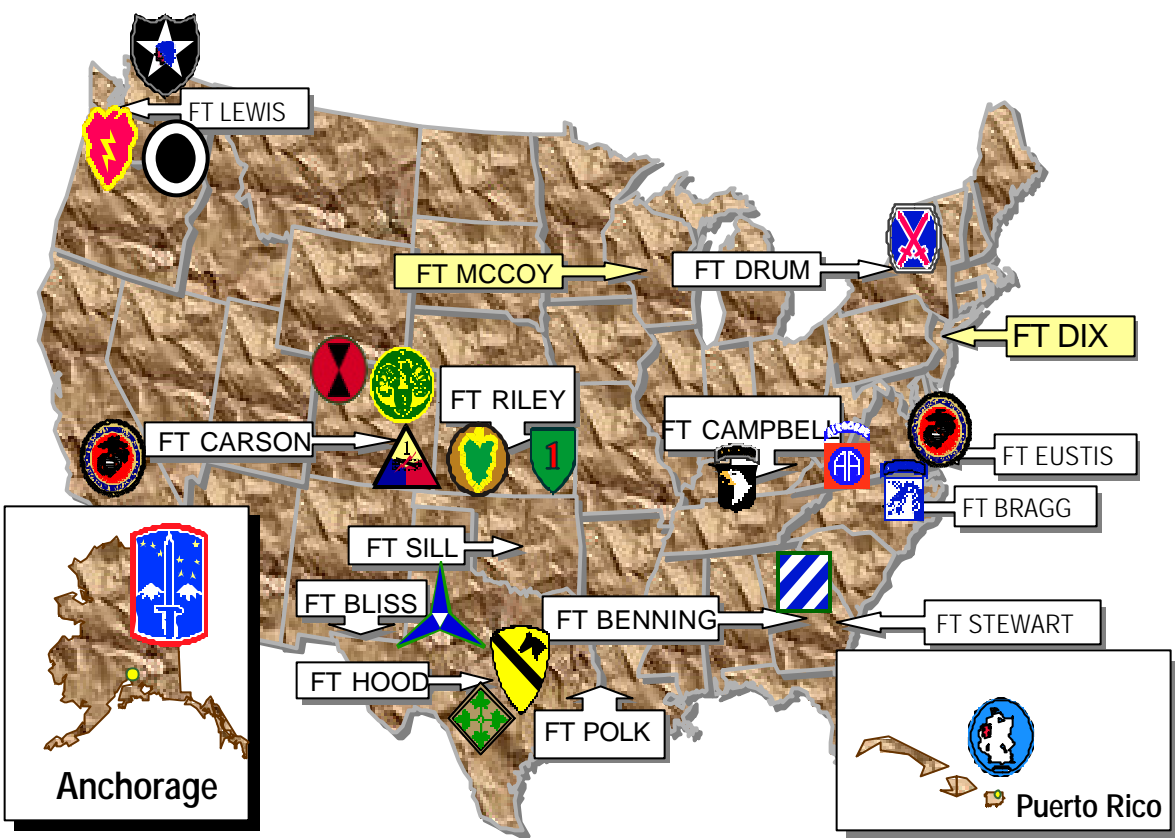
WASHINGTON

* 1395th Transportation Terminal Brigade, Seattle
355th CS Det, Ft Lewis
643rd ACD Det, Spokane
652nd ACD Det, Seattle

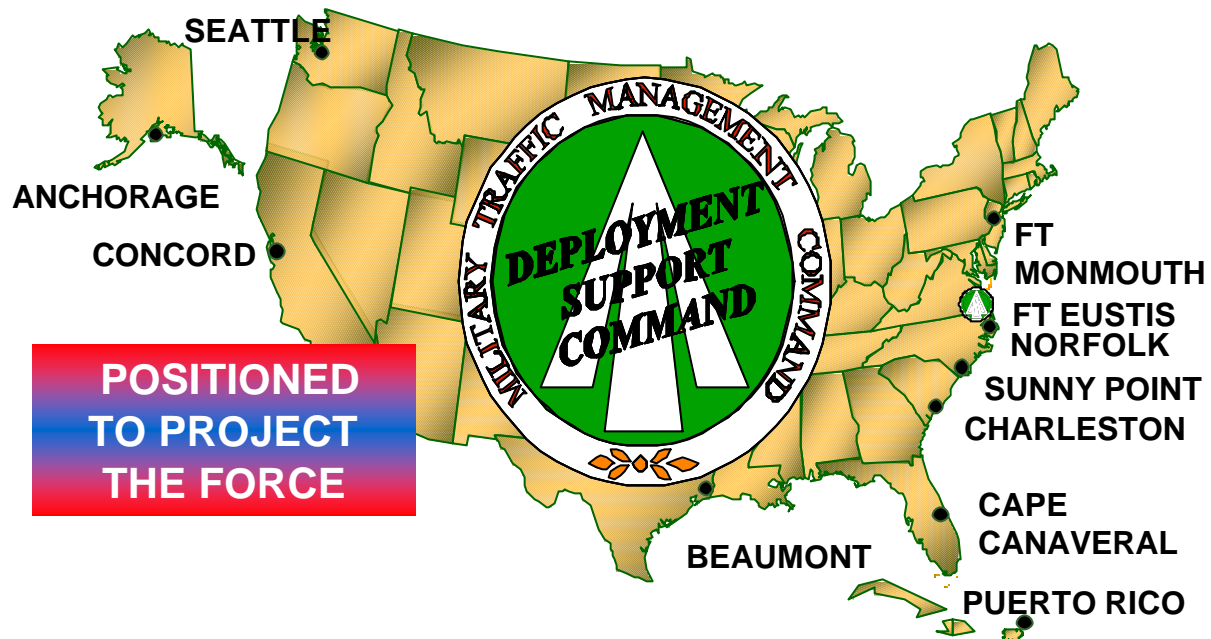
WISCONSIN

343rd CD Det, Ft McCoy

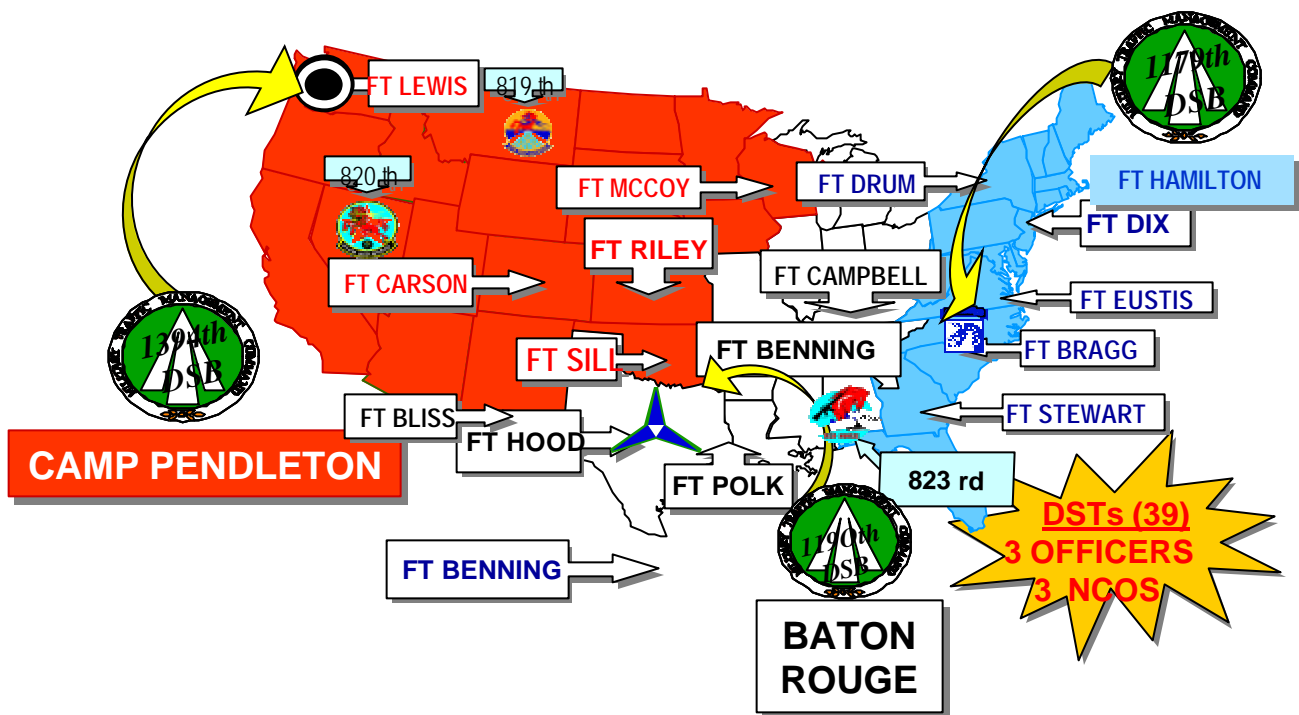
POWER PROJECTION PLATFORMS 15 INSTALLATIONS



ACTIVE PORT COMMANDS



DEPLOYMENT SUPPORT BRIGADES



TRANSPORTATION TERMINAL BRIGADES AND BATTALIONS

